IPS Family,

I am so humbled and honored by this privilege to lead Indianapolis Public Schools as your superintendent. As a member of teamIPS over the past five years, I have talked with students, families and many members of our team, and my depth of conviction in what is possible for our district has continued to grow.

The 2018–19 school year was very busy and I’m very grateful for the continued energy, dedication and hard work that our teachers and staff have put into moving our district in the right direction. Together, we have accomplished a great deal including:

- A new collective bargaining agreement (CBA) negotiated with AFSCME, approved by the Board in January.
- A 3% base pay increase for all non-bargaining staff, the first in 10-plus years, with more substantial raises for specific teams, approved by the Board in February.
- Continued compensation right-sizing for school leaders to be competitive with our neighboring districts, approved by the Board in March.
- Adoption of a master salary schedule, moving from 70 to 1, approved by the Board in July.
- Rebrand of the Public Relations Division to the Office of Communications and Engagement, which included the launch of the Family & Community Engagement team.
- Disposition of 1840 N. Meridian St., with generated revenue of approximately $1 million.
- Design and implementation of a school leader competency framework to drive coaching and continued principal development.
- Creation of a comprehensive SY 19–20 organizational plan with multi-year priorities that can anchor our work moving forward.
- Execution of Phase 2 of the Reinventing High School renovations accomplished under budget.
- Saving more than $2 million through our energy savings initiatives in our partnership with Cenergistic.
- Exceeding current state and county average for student completion of the Free Application for Student Loan (FAFSA).
- Launched the first-ever IPS/JA Inspire Job Fair for graduating seniors pursuing the Employment “E.”

While we have accomplished much, there is still much work to do. I’m very happy with the strategic priorities we’ve identified, and now the hard work of making progress toward them will begin.

The road that we travel ahead will not always be smooth, and setbacks will surely come. But, I am confident in our ability to succeed because I am confident that we are truly Stronger Together.

All my best,

Aleesia Johnson
DISTRICT PRIORITIES

The IPS Board of School Commissioners approved six new strategic priorities for the 2019–20 school year, laying the foundation for a long-term strategic plan.

01 Student-Centered Teaching & Learning: Integrate SEL programs and align high-quality instructional, curricular and assessment resources.

02 High-Performing Team: Recruit and retain talent by developing staff and holding them accountable for implementation of IPS’ shared vision of excellence.

03 Racial Equity Mindset: Strengthen and expand racial equity work to eliminate opportunity gaps and build capacity for team members to persistently interrupt and address institutional bias.

04 School-Centered Central Services: Design Central Services to transparently and effectively meet the needs of schools.

05 Engaged Families, Teams & Partners: Engage families, team members and the community in authentic and collaborative partnerships to improve student outcomes.

06 Sustainable Finances and Operations: Strengthen and expand efforts to equitably and efficiently allocate resources across IPS schools.

DISTRICT OVERVIEW

As the largest public school district in Indiana, Indianapolis Public Schools (IPS) is an agile, innovative educational organization committed to academic excellence built through individualized, relationship-based learning.

Though we cover 80 square miles, employ nearly 4,000 people, and serve more than 30,000 students, we are committed to meeting the individual needs of each student.

Mission

IPS empowers and educates all students to think critically, creatively and responsibly, to embrace diversity, and to pursue their dreams with purpose.

Vision

IPS is a family of excellent public schools in which every student has the opportunity to succeed and the power to create their own future.
The 2018–19 school year was monumental in offering our families more high-quality choices in public education. We launched our All-Choice High School Model, with a focus on College and Career Academies and the development of our Future Centers, as well as added a charter-partner high school, KIPP Indy Legacy High, to our family of schools.

That same year, the district featured 48 schools directly managed by IPS, 20 Innovation Network schools, and 48 total special education and alternative education programs. We also offered more than 30 Choice program options in addition to our neighborhood schools.

This year was the second year that IPS participated in Enroll Indy, a citywide unified enrollment system that ensures parents are able to access accurate information about all of our offerings in one place and submit one streamlined application for lottery admittance to one of our high-demand Choice models.

IPS serves a diverse and growing student body, and is pleased to do so via an increasingly robust portfolio of offerings to meet the needs and preferences of families and students across all of our communities.
COLLEGE AND CAREER ACADEMIES

IPS launched six College and Career Academies at four of the district’s high schools during the 2018-19 school year, including:

- Advanced Manufacturing, Engineering & Logistics.
- Business & Finance.
- Construction, Engineering & Design.
- Health Sciences.
- Information Technology.
- Teaching, Learning & Leading.

Each academy has multiple pathways that prepare students for specific opportunities in high-wage, high-demand careers.

There are approximately 3,500 students enrolled in College and Career Academies. Through the addition of the academies and Career and Technical Education (CTE) pathways, IPS saw an increase in CTE enrollments, participation and completion during the 2018-19 academic year.

Additionally, many students in these pathways were concentrators (completing a sequence of courses and becoming “experts” in their area of study) who earned dual credits and industry recognized certifications.

<table>
<thead>
<tr>
<th>CTE Concentrators</th>
<th>Dual-Credit Attainment</th>
<th>Industry Recognized Certification</th>
</tr>
</thead>
<tbody>
<tr>
<td>298 Students</td>
<td>608 Dual-Credit Hours Earned*</td>
<td>148 Industry Recognized Certifications Earned</td>
</tr>
</tbody>
</table>

*A savings of $85,120 for students and families!

WORK-BASED OPPORTUNITIES WITH PURPOSE

Increasing access to quality Work-Based Learning (WBL) opportunities is a focus area for IPS. Through both community partnerships and the Career Academy Advisory Boards, IPS staff provided WBL activities for students that spanned the continuum — from guest speakers, industry site visits and job shadows, to internships and clinicals.
Over **100 WBL** experiences were provided to students in the six career academies during the 2018–19 school year!

**COMMUNITY PARTNERSHIPS ENHANCE THE ACADEMIC EXPERIENCE**

The IPS College and Career Academies are fortunate to have a supportive and engaged community partner network. This not only includes partners providing WBL opportunities for students and serving on academy advisory boards, but also financial investments and other supports.

Eli Lilly and Company provided both financial and consultative support for the Construction, Engineering & Design Academy at Arsenal Technical High School and for the Advanced Manufacturing, Engineering & Logistics Academy at George Washington High School.

IU Health funded health science-related activities at Crispus Attucks High School. Parsons, Harbor Freight and Amtrak mentored students throughout the year at Arsenal Tech. Additionally, IPS partnered with JA (Junior Achievement) and EmployIndy to host the **IPS/JA Inspire Job Fair**, a districtwide employment fair for high school students. More than 40 employers and upward of 500 IPS seniors participated.

**FUTURE CENTERS SECURE STUDENT SUCCESS**

In August **2018**, IPS opened Future Centers inside Arsenal Tech, Crispus Attucks, George Washington and Shortridge high schools to provide support to students who may not receive one-on-one support due to large counselor caseloads and daily time constraints. Students now receive additional services through large group activities and the extended hours at their respective Future Center.

**Future Center Activity in 2018–19**

- **618** Community and Employer Partners Engaged
- **1,637** Community Partner Participations in Future Center Activities
- **659** Employer Partner Participations in Future Center Activities
- **57,776** Student Participations in Future Center Activities
- **1,634** Future Center Events and Activities
2018-19 FAST FACTS

946 total graduates
Class of 2019

721

INDIANAPOLIS PUBLIC SCHOOLS

2,322 Third graders who took IREAD

$27,490,751 Awarded in college scholarships by 2019 graduates

6,486 Students who participated in multiple SPORTS

6486

2018-19 STUDENT ENROLLMENT

31,514 2018-19

16 Advanced Placement classes offered

33 Dual-Credit Courses Offered

15 Honors Courses Offered

5 Diplomas

1,046 Number of students who took Advanced Placement classes

List of diplomas and number received by students in 2019:
- General: 45
- Core 40: 819
- Academic Honors: 59
- Technical Honors: 16
- Academic & Technical Honors: 7

148 (earned by 147 students)
National industry-recognized certifications received

20 Variety of academic learning methods

48 Special and alternative education programs

3E Enrollments: 634
Enlistment: 31
Employment: 281

7 INDUSTRY CERTIFICATIONS OFFERED IN 2018-19

- C.N.A.
- IC3 Bundle
- ProStart Culinary Arts
- PrintED
- MOS Specialist Bundle
- IT Fundamentals
- Welding AWS

In 2019-20, IPS is poised to offer 21 industry-recognized certifications.
IPS RACIAL EQUITY INITIATIVE – ELIMINATING BIAS

Vision: To create an IPS community where student outcomes cannot be predicted by race or ethnicity.

Mission: To lead a collaboration of community members who will partner with IPS to improve outcomes for all students by eliminating racial disproportionality and disparity.

IPS embarked on a racial equity initiative in 2015 to prepare employees to meet the needs of all students by unveiling and eliminating biases. Through a partnership with the Racial Equity Institute (REI), IPS receives the training and guidance needed to increase knowledge, shift thinking and elevate understanding.

IPS is one of the few districts in the country confronting this pervasive and complex issue from a racial equity lens.

Recognizing that the majority of IPS teachers are white and the majority of students are black and brown, this training is critical and is provided to district administrators, teachers, parents, support staff and community members.

Racial Equity Initiative Highlights

- To date, staff from 27 equity schools have participated in the initiative.
- More than 2,000 IPS teachers, staff and community members have been through training.
- The initiative began with 12 equity schools and has grown to more than 25 equity schools.
- Racial Equity Mindset is one of the district’s six new priorities (and part of the new strategic plan) so that disparities and disproportionalities in student achievement and discipline will be permanently interrupted.
- Created annual Racial Equity Summit that brings nationally renowned researchers and speakers to engage in daylong sessions and conversations focused on racial equity.

The work includes establishing active School Equity teams that partner with the District Equity team for monthly planning meetings to develop:

- Measurable goals.
- Engage in book/workbook study groups.
- Review disaggregated academic and discipline data.
- Understand racism in all its forms, including how, when and where it occurs at all levels of the school community, even without intent.
EMPLOYING SKILLED AND DIVERSE TALENT

Indianapolis Public Schools employs nearly 4,000 people — from school principals, teachers and support staff to administrative professionals.

The district is dedicated to offering all employees opportunities and pathways for growth, as well as competitive compensation and benefits.

HIRING
The Human Resources team at IPS has worked hard to recruit and select a talented and diverse workforce, improve and automate antiquated internal systems, and build efficiencies in hiring and onboarding processes for staff.

Successes include:
- District retention up 4.5% for all staff and up 5% for teachers.
- On average, 2.5 more applications per position received during the 2018-19 school year than the previous year.
- A total of 2,665 applications received for teaching positions.
- More than 30% of new teacher hires are applicants who identify as people of color.
- 47% of all new hires identify as people of color.

PROFESSIONAL LEARNING SUPPORT
With the support of our Salesforce grant, the IPS Professional Learning team — in partnership with Education First, TNTP (The New Teacher Project) and The Management Center — have implemented full-scale professional development for principals, assistant principals, teacher leaders and novice teachers.

More than 120 hours of high-quality professional development was provided in 2018-19.
CAREER PATHS AND TEACHER LEADERSHIP

The district provides opportunities for our strongest teachers to stay in the classroom by offering teacher leadership opportunities and an additional avenue to earn increased compensation in hopes of keeping our best talent in the classroom — where our students need them.

- **223** teachers serve as Teacher Leaders (or 10% of our teaching staff).
- IPS offers **$1,000 to $18,200** stipends for added leadership, responsibility and accountability.

STUDENT TEACHING

The Human Resources team has reimagined the student teaching experience at IPS as it provides a critical pipeline of teaching talent for the district.

With more than **200** student teachers each year spending time in IPS classrooms, the HR team provides support by providing them with IPS-led professional learning about the unique needs of our students and families.

COMPENSATION AND RAISES

During the 2018-19 school year, teachers received raises for the fourth year in a row. Other IPS staff received a minimum of a 3% raise after a nearly 10-year salary freeze.

During summer 2019, the Board also approved new salary bands and wage schedules for all non-bargained positions. All other employees outside of bargaining groups will also see salary adjustments as they move onto the new salary tables and bands throughout the fall.
In February 2019, the IPS Board of School Commissioners approved the creation of the Family and Community Engagement (FACE) team. The FACE team is responsible for IPS work to engage parents, families, and the community in our students learning, the improvement of our schools, and the district's planning and decision-making.

**FACE TEAM MISSION**

The mission of the FACE team is to accelerate the rate of achievement in Indianapolis Public Schools by investing families and the greater Indianapolis community in student and school success.

**FACE TEAM CORE AREAS OF WORK**

- Student engagement
- Family engagement
- Community engagement
- School and district partnerships

**FACE TEAM MEMBERS**

By partnering with families, educators, local businesses, faith-based organizations, community organizations, elected officials, and other stakeholders, the FACE team and school-based FACE liaisons (formerly Parent Involvement Liaisons) are committed to strengthening the connections between our schools and our community.

To date, the FACE team has had nearly 20,000 interactions with students, families, and community members. Year-round partnerships with organizations such as Pacers Sports and Entertainment, local businesses, and the Indianapolis Colts' outreach programs have been created to support our students and families.

**FACE TEAM SUCCESS STORIES**

In fall 2019, FACE will launch a parent institute and an alumni outreach program to develop a lasting relationship with our alumni and engage them in our community. An alumni mentorship program will be put in place to provide guidance and support to our current students.

The FACE team's success stories include partnerships with local businesses to provide job training for our students, as well as increasing student achievement rates through community engagement initiatives.
Meals are **FREE** for students — regardless of a family's income level — eliminating any inequalities and socioeconomic barriers for students receiving healthy and nutritionally sound meals during the school day.

Food offerings are student-focused and provide a large variety of choices including vegetable bars and customizable options. Student feedback is also received on recipes and proposed menu items via taste tests.

Food Service also provides:

- **2.2 million** Breakfasts / **3.7 million** Lunches
- **164,978** afterschool snack, supper and Saturday Literacy Program meals
- **86,132** boxed lunches for student field trips at all grade levels

**SCHOOL BREAK MEAL SERVICE**

Students also receive free breakfast and lunch during school breaks that include 10 or more days. During the 2018-19 school year, 42,930 meals were served during fall, winter, spring and summer breaks.

The IPS Food Service team serves millions of free meals annually.

**Our Pledge**

The IPS Food Service Department provides nutritious, high-quality meals to students daily and embraces more than 200 area Food Service professionals.
Transition is a key word for the IPS Transportation Department. This year, the team contracted with First Transportation Solutions (FTS) to route 22,292 general education students and 1,675 special needs students, as well as provide transportation for 3,773 field trips, 2,056 athletic trips and 4,050 extracurricular trips to take students home after they conclude their daily activities.

FTS is committed to easing IPS’ daily transportation challenges and ensuring our students have the best possible ride to and from school.

During the 2018–19 school year, a new program was implemented to assist our McKinney-Vento students with their transportation needs. American Logistics Company, LLC, supplements the district transportation program using SUVs, minivans, wheelchair accessible vans and sedans to assist in transporting students experiencing homelessness while living out of the district.

**Transportation Numbers at a Glance**
- **3 million** miles driven in 2018–19.
- **150** field trip, athletics and extracurricular routes daily (on average).
- **305** daily routes to provide home-to-school service.

IPS continues to offer Here Comes the Bus, an app that allows parents to see the location of their student’s bus. Parents can sign up for free and utilize the application to plan their student’s departure from home to the bus stop, which is particularly useful in inclement weather.
Indiana Public Schools and the city of Indianapolis have partnered to provide IPS high school students from Arsenal Tech, Crispus Attucks, George Washington, Shortridge and KIPP Indy Legacy with yearlong passes to ride IndyGo.

The two-year pilot program (for school years 2019–20 and 2020–21) will determine the feasibility of a long-term solution to reduce IPS transportation expenditures and give students more options to attend school and participate in extracurricular activities while also giving them increased mobility for employment opportunities.

This is the first full year of the pilot involving all five of these IPS high schools. An earlier pilot, which started spring 2018, targeted Shortridge and Arsenal Tech. The success of that pilot led the district to expand the offering this school year. The district will study the results of the program and solicit feedback from the community to determine future use of IndyGo.
IPS Athletics has administered several elementary and middle school leagues over the last year, bolstering the foundation of our district's athletic programming. Leagues are offered to all IPS schools, with nearly every school having participated in a district sports program during the 2018-19 school year.

These opportunities are provided to our young students through partnerships with local youth sports organizations that help facilitate leagues. Most are offered free of charge, while others are at discounted fees.

At the high school level, new athletic directors were hired at Arsenal Tech, Crispus Attucks, George Washington and Shortridge in 2018-19 — creating a positive and engaging environment and resulting in a number of teams having on-field success.

Winning Moves for IPS Athletics

- This year, the department piloted a Middle School Select team program to give high-level middle school student athletes additional opportunities to develop their skills.
- George Washington and Crispus Attucks high schools joined the Indiana High School Athletic Association's (IHSAA) new Unified Flag Football program.
- The district continues to strive to increase female participation by adding more high school sports, including girls swimming.
- The Athletics staff is strengthening its NCAA relationship to ensure our students are taking the right steps academically to participate at the collegiate level.

2018-19 Student Athletics Participation

Elementary School: 2,930 / Middle School: 1,560 / High School: 1,050
Under the leadership of the new Chief Executive Officer Stephannie Bailey, in partnership with the Board of Directors, the Foundation has been laser-focused on investing in district priorities that support educators, strengthen schools and ensure all IPS students can achieve their full potential. The Foundation does this work by securing public and private funding.

During the 2018-19 school year, the Foundation provided almost $2 MILLION in resources.

- **Micro Grant Program** – IPS teachers, school leaders and Central Services staff are all eligible to apply for a micro grant to support various projects and initiatives. **Highlights include:**
  - Supplies for a senior art show at Shortridge High School.
  - Uniforms and school supplies for Newcomer Program students.
  - Support of the Mexico Exchange Program at Crispus Attucks High School.

- **Districtwide Events and Programs** – Sponsorships and in-kind contributions supporting district events to recognize and celebrate students, teachers and school leaders. Events include:
  - Showcase of Schools.
  - IPS Math and Spelling Bee competitions.
  - IPS Honors (honoring our top academic students).
  - Teacher of the Year.

- **Districtwide Grants** – IPSEF partners with public and private funders to secure resources to support the key strategic priorities of the district, including:
  - High school career academies.
  - Creation of the IT Academy at George Washington High School.
  - High school Future Centers.
  - Professional Leadership Development for principals and Central Services staff.
Indianapolis Public Schools continues to monetize unused or underutilized assets. Since 2015, the district has embarked on an aggressive approach to selling property and using the money for other district needs, including teacher compensation.

The district has sold more than $20 million in property to date and has additional sales pending.

- John Marshall High School and Forest Manor have been declared surplus and are awaiting the disposition process.
- The disposition of Broad Ripple High School has not been determined and currently houses Facilities Management Department (FMD) personnel.

BUILDING EVALUATIONS
IPS will study all school buildings by the end of May 2020 to:
- Determine the current state of facility conditions and their programmatic uses.
- Provide specific recommendations about the most effective use of IPS facilities.

These evaluations will support the Board-approved 2019-20 strategic priorities and long-term strategic plan in three ways:

1. Recognizing that high-quality learning facilities are integral to achieving racial equity and eliminating opportunity gaps affecting many of our students.

2. Providing exceptional school-centered central services.

3. Achieving financial and operational sustainability by running a portfolio of high-quality, efficient and tailored schools.
INFORMATION TECHNOLOGY DIVISION

The district’s IT Division provides network and internet access, supports computing devices and associated software, and manages critical information systems used across the district for students and staff.

IT Accomplishments
- Delivered 8,309 new computing devices: laptops, desktops and tablets.
- Recycled more than 5,800 outdated electronics.
- Updated devices in more than 100 school-based computer labs.
- Paid for 85% of costs using federal funding available through eRate.
- Conducted more than 50 teaching with technology training sessions over the summer.
- Published 82 new support documents, bringing total support documentation to 445.

FACILITIES MANAGEMENT DEPARTMENT (FMD)

During the 2018–19 school year, FMD worked with schools and community partners on various projects, and have several slated for this year, including:

- **Love of Reading:** Assisting the Central Indiana Community Foundation (CIFC) and the Indiana Pacers on transforming the media centers at three IPS schools into open concept designs with new furniture and new books.
- **Safety First:** Overseeing the installation of a variety of safety initiatives as part of the districtwide referendum.

CENERGISTIC – DISTRICTWIDE ENERGY SAVINGS

A reported savings of $2,550,254 has been realized through the district’s energy management partner Cenergistic, which oversees IPS’ energy use and expenditures.

In 2016, the district joined a program sponsored by the U.S. Department of Energy. This program, called the Better Buildings Challenge, required a 20% reduction in energy use over a 10-year period.

Through the Cenergistic alliance, IPS will meet its goal of 20% in 2019, rather than 2026. This is a tremendous accomplishment and leads IPS toward a more sustainable future.
**District Finances - On the Right Track**

Indianapolis Public Schools is committed to financial accountability. Over the past four years, IPS has voluntarily pursued greater transparency and more robust external financial statement reporting.

The district’s financial landscape was stabilized during the 2018-19 school year, following the passage of the Operating and Capital Referenda in November 2018.

The operating referendum ensured the continuation of investment to attract and retain teachers — which began during the 2015-16 school year when the collective bargaining agreement, for the first time since 2010-11, had been strategically continued amidst a decrease in state funding. The referendum also provided an opportunity for school leaders and support staff to receive their first compensation increase since 2010-11.

IPS is positioned to continue recent investments — not only compensation to attract and retain staff, but also in educational resources such as curricular materials and information technology to support classroom learning.

IPS is committed to being a steward of the community’s resources and continually evaluating how processes and partnerships can be leveraged to increase academic achievement.

---

**Total Revenue and Expenses**

SY 2018-2019 YTD Actual July 2018 - June 2019

During the 2018–19 fiscal year, IPS closed the funding gap through sustained operational efficiencies and operating referendum proceeds received in late June 2019.

- The funds allowed for continued investment in staff and systems.
- The General Fund continued strategic compensation efforts and operated at a deficit. However, the fund balance would have been near $50 at the beginning of the 2019-20 school year without additional revenue from the operating referendum.

---

**Operating Referendum**

$16,306,843

**Bus Replacement**

$9,857,501

**Transportation**

$35,039,518

**Capital Projects**

$34,337,618

**Debt Service**

$56,732,434

**General Fund**

$240,860,120

**Total Revenue**

$393,134,034

**Total Expenses**

$390,938,937

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**Historical Perspective: State Fund Budget $ per Pupil**

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<td>$5,700</td>
<td>$5,600</td>
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**Per-Pupil Funding**

IPS continues to advocate for equitable resources with external stakeholders. District funding is projected to increase over the next two school years, yet remains 1.5% below the funding level in the 2010-11 school year.

The state legislature continues the trend toward equal, not equitable, funding. Per-pupil funding for lower-need districts increased at a higher percentage than the per-pupil funding for higher-need districts, like IPS.
DISTRICT FINANCES AT A GLANCE

REVENUE TRENDS

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<th>B</th>
<th>C</th>
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<td>$1,930,000</td>
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<td>3 Medicaid Reimbursement</td>
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<td>4 Grant Contributions</td>
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<td>5 Rental Income</td>
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<td>Total Annual &amp; One-Time</td>
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<td>$5,167,000</td>
<td>$9,064,000</td>
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OPERATIONAL REVENUE
At a time when state and local funding is limited, IPS has focused on system improvements and partnerships. Positive revenue trends are yielding additional resources to fund operational needs.

CAPITAL REFERENDUM UPDATE

$27 Million Bond Issuance

<table>
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<th>Estimate at Public Hearing April 23, 2019</th>
<th>Actual at Closing August 20, 2019</th>
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<tr>
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<td>Maximum Tax Rate</td>
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<td>Construction Project Proceeds</td>
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CAPITAL REFERENDUM
IPS has issued $27 million in bonds related to the safety and security improvements approved by voters in 2019. Due to the favorable market conditions, IPS taxpayers will pay $5 million less than originally projected.

THE FUTURE
The future financial outlook for IPS requires key decisions to be made by district leaders, including:

- IPS’ desire to compensate staff at a competitive wage to attract, recruit and retain talented school leaders, teachers and support staff.
- An efficient way to invest in staff and decrease costs in operational areas (facilities and transportation) while continually reviewing the best use of federal, state and local funding to support academic programming.
Stronger Together